

Strategic Planning: Lean

A Philosophy of Cultural Change at the
Village of Weston

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VISION OF THE BOARD OF TRUSTEES' IS THAT

- The Village of Weston will be the location of choice for living, working, and recreation in the metro area.



IT IS STAFFS MISSION TO...

- Be committed to excellence and the delivery of cost-effective public services.



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OUTCOMES = THE WESTON WAY

- Our employees will deliver valuable, quality public services and facilities, as required by Wisconsin state law, responding to citizen-customers with outstanding service in an efficient, and cost effective manner.
- i.e. The Village will strive to provide the best services possible with a cultural philosophy based on continuous improvement...

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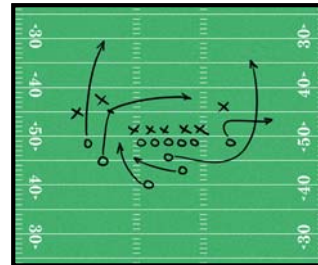


Destination

Weston will be an organization of employees that are self-sufficient, accountable, and communicative. The expectations of the organization will be clear to every employee.

Each individual within the organization will have access to the necessary tools to complete their job and move the necessary pieces along the assembly line.

A “playbook” will be available to each individual to guide them along the Weston Way.



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What is Lean

- A philosophy/culture that is created and aimed to continuously improve processes to improve productivity.
- The Weston Way = Lean Ideals
 - This means the Village will work towards:
 - Working smarter not harder – Utilizing new technologies, methods, etc.
 - Evaluating if our tasks are adding value to the organization
 - Continuously evaluating our performance and tasks
 - Eliminating traditional department silos to enhance collaboration

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Toast Videos

- Video 1:

<https://www.youtube.com/watch?v=w8LeZL0jPEM>

- Video 2:

<https://www.youtube.com/watch?v=CRIHtkYwoX4>



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Forms of Waste

- The 8 Wastes

1. Unnecessary movement - People
2. Waiting
3. Over or incorrect processing – Poor production techniques
4. Excess inventory – Unnecessary Work
5. Overproduction – More workers than necessary
6. Unnecessary transport or conveyance – Double Handling
7. Defects
8. Unused employee creativity

Liker, (2004)

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Toast Video - What does our toast look like?

- Notice the small improvements that were made to ensure that the customer (the wife) was receiving the exact order she was requesting and how other tasks were able to be completed.
 - Better Organization
 - Customer request/demand specific
 - Fill in the “waiting” time
 - Reduce stopping and starting of tasks, more even workflows
- What kinds of toast do we make?



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What does this look like for the Village of Weston

- More tasks are completed with existing staffing levels
- Reliability, predictability, and accountability become key cornerstones
- Master schedules and procedures will need to be set and followed.
- Staff is properly trained and equipped
- Be able to reliably/consistently communicate with residents and the general public.

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What is the benefit for the Board of Trustees

- Trustees can be assured that staff is running the right play
- Staff is following the Weston Way
- Continuous improvement will lead to better services and lower costs
- Employee Morale/Satisfaction improves
 - Know what is expected, when
- Trustees have a better sense of what is going on when and are better able to answer questions consistently.
- Potential incentive program for employees?
 - Pay for performance connection?

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Improvement in Public Works

- Development of Standard Procedures and Manuals
 - Snow and Ice Procedure was developed in 2013-14
 - Staff is able to reference one document and share this with the public
 - Streamline answers
 - Reduce resident calls



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Improvement in Public Works

- Look to optimize routine procedures
- Investigate new tools, technology, etc.
 - Examples in place:
 - Loader with wing – reduced snowplowing time – able to make 1 pass instead of 2; Complaint calls virtually vanished in 2014-15 winter due to this improvement and the level of service increased for residents.



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Improvement in Technology Services

- Disney Magic Bands
 - Data = Knowledge
 - Tech Tools to help make toast.



- | | |
|---------------|------------------|
| ■ Name | ■ Photos |
| ■ Age | ■ Reservations |
| ■ Room Key | ■ Location |
| ■ Credit Card | ■ Food Allergies |
| ■ Fast Pass | |

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Improvement in Technology Services

■ Data!

- People
- Property
- Assets
- Money
- Geography

■ Now

- Energov
- Land Records
- Caselle
- GIS
- MS Office



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Improvement in Technology Services

■ Future

- Beehive
- Clarity

■ Smart Deployment

- Limit the options
- Thorough review
- Accessible
- Multi-Platform
- Consistency

■ Continuous Improvement

- Magic Band!



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Improvement in Technology Services

■ Training Regimen

- Topical
- Accessible
- Informative
- Measureable
 - Pay for Performance
 - Perform for Pay?
- Transformative
- Flexible



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Office Improvements

■ Created a schedule for the front counter

- Now know when and who is expected to staff the front counter and phones
- No longer “scrambling” to find someone to fill in and disrupting daily work flows



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Office Improvements

- Office employees received laptops and dual monitors
 - Staff can move workstations more easily
 - Staff can work on more than one program without having to switch windows



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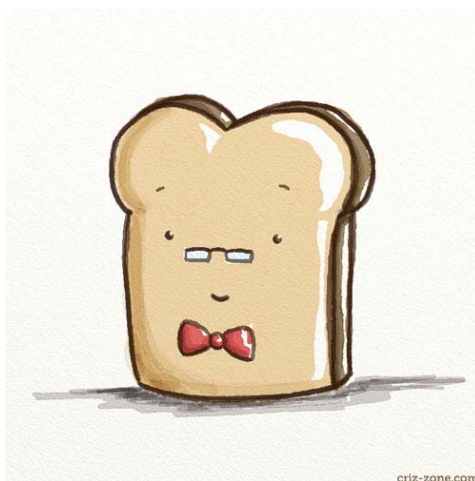
As a review

- Who:
 - Village of Weston Staff, Board, Committees
- What:
 - Will be committed towards fostering a culture of continuous improvement
- When:
 - Starting Now!
- Where:
 - Wherever the opportunity presents itself, in the office, in the field, in the "cloud"
- How:
 - Open to suggestions, improvements can come from anyone in many different shapes and forms.
 - Critically look at our current services and how they are delivered.

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LETS MAKE SOME TOAST!



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